



NEIL GRIFFIN
COLLEGE OF BUSINESS

**CRITERIA and PROCEDURES for PROMOTION, RETENTION and
TENURE FOR THE DEPARTMENTS OF:**

Accounting
Information Systems and Business Analytics
Economics and Finance
Management, Marketing, and Supply Chain Management

Effective Academic Year 2026-2027

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1. INTRODUCTION

This document highlights various aspect of Promotion, Retention and Tenure (PRT) policies within the Neil Griffin College of Business. Interested faculty members should also refer to the various sections of the Arkansas State University Faculty Handbook for a complete understanding of the PRT process.

Tenure is a status granted in the academic community to faculty members who have proven themselves over time. Tenured faculty may expect to continue in their academic positions unless adequate cause for dismissal is demonstrated in a fair, objective hearing, according to the procedures of due process.

Promotion, as the name suggests, is the logical progression along the academic faculty spectrum and is a process separate from that of tenure. However, as with tenure decision, promotion decisions are based on meritorious productivity within the areas of teaching, research and service.

The Board of Trustees awards promotions, retention, and tenure. Recommendations for promotion, retention, and tenure originate at the department level. Only full-time faculty and administrative personnel holding academic rank above the instructor level may gain tenure. Notice of tenure and promotion will be given through the office of the Chancellor.

2. GENERAL POLICIES

The College of Business Promotion, Retention, and Tenure Committee (CPRTC) will employ the following criteria for promotion and tenure, which are consistent with university criteria. Promotion and tenure recommendations are based on both peer and administrative reviews and apply to the specific college, department and campus where the faculty member is employed. The first step in the review process is for the candidate to submit the application for promotion and /or tenure to the departmental PRT committee (DPRTC). It is the responsibility of the DPRTC to verify the accuracy of the data in the applicant's application. The DPRTC will evaluate the application, make its recommendation, and forward it to the departmental chair¹. The application goes from the departmental chair to the CPRTC, then to the dean, to the UPRTC, to the Provost, to the Chancellor, and finally to the Board of Trustees. Each party evaluates the application and forwards it, along with its recommendation.

The three areas of professional activity on which promotion and tenure considerations will be based are teaching, intellectual contributions, and service. A minimum of satisfactory performance in each of the three areas of professional activity is required for both promotion and tenure. When outstanding performance in one or more areas is required, that is interpreted

¹ For off-site programs, this will also include review and recommendation by the off-site director.

to mean a level of performance which those peers and administrators conducting the evaluation view as observably above the satisfactory level. ~~Regarding intellectual contributions, publications in a journal categorized by the College of Business as an "A" and receipt of a utility patent in one's discipline are examples of evidence of outstanding performance.~~ Outstanding research is demonstrated either through a strong record of multiple publications, patents, or through research published in highly ranked journals that carry significant scholarly impact.

The CPRTC requests applicants to include a cover letter with their application for promotion or tenure. This letter should include the applicant's self-assessment of their performance in the review period including an explanation of why the applicant believes that they are outstanding in any of the three areas.

In addition, each candidate for promotion/tenure must be currently classified, as of the end of the previous calendar year, as Scholarly Academic (SA) as classified by the College of Business accrediting body AACSB. Promotion and tenure recommendations are based on evaluations of both long-term and recent contributions of faculty, and the regularity of those contributions. As such, some decisions require a minimum number of years of service. In those cases, one full semester or more will be considered to constitute a year. Less than one full semester will not count as a year.

Each academic year, during the fall semester, the CPRTC will adopt promotion and tenure criteria to become effective the following academic year (one year later).

3. PRE-TENURE REVIEW AND RETENTION

The department PRT committee (DPRTC) will review annually the progress towards tenure of pre-tenure faculty and will prepare written recommendations regarding retention that will be forwarded to the department chair. The chair will review the retention recommendations, add his or her own recommendations, and send them to the CPRTC and to the dean as determined by the process below:

First year--review by DPRTC and Department Chair², written appraisal.

Second year--review by DPRTC and Department Chair², written appraisal.

Third year (and beyond)-- by the DPRTC, Department Chair², CPRTC, Dean, written appraisal.

A comprehensive pre-tenure review will be completed in the third year of employment at Arkansas State University for all pre-tenure faculty regardless of rank. All pre-tenure reviews, including the 3rd year review, will require that all pre-tenure faculty members submit documentation of

² Review of faculty at off-site programs will also include the off-site director.

performance in the areas of teaching, intellectual contributions, and service using the university tenure application format. The Department PRT Committee, the Department Chair, College PRT Committee, and the Dean will formally review this documentation and provide appropriate feedback to each pre-tenure faculty member regarding their progress toward tenure. In consultation with their department PRT committees, candidates may change their application to correct errors (such as moving material under the correct section, correcting grammatical errors, etc.) up to and until the application leaves the department committee for consideration at the next level of review. From thence, the application is fixed and materials may not be changed, added or removed for the remainder of the promotion, retention, and tenure process.

4. TENURE REVIEW

Minimum Criteria for Tenure Consideration

Tenure is recommended in the College of Business based upon a favorable peer and administrative review of performance by a faculty member in a pre-tenure position. Tenure requirements within the College are based upon University criteria and are supportive of the missions of the University and the College, and support the continued accreditation requirements of AACSB. Tenure criteria involve an expectation of satisfactory performance in all three areas of teaching, intellectual contributions and service along with outstanding performance in at least one of these areas. Tenure requests will be evaluated within the college by department and college PRT Committees, the respective Chair and the Dean. The requirements specified in each of the following three categories are minimums. Faculty members hired at ranks above assistant professor will be required to meet standards commensurate with promotion to their current rank.

It is important to note that pre-tenure faculty will be evaluated for tenure based on the department, college, and university criteria in place during the third year of employment on a pre-tenure appointment.

Teaching

Faculty members will provide evidence of planning, organizing and developing courses assigned for both online and traditional courses (if applicable) in the form of a teaching portfolio. This portfolio will include, but not be limited to: course syllabi with course objectives, handouts, reading lists, samples of student's projects, grade distributions for each course, and examples of testing instruments. This portfolio should be compiled, along with a summary of student evaluations, for the last five years or since the date of first employment at Arkansas State, whichever is less. In addition, each tenure-track faculty member may be required to have their teaching peer-reviewed. The results of this review will be included in the PRT document in the appropriate appendix. Additional relevant materials from the current or previous years may be submitted or may be requested by any of the reviewers.

Intellectual Contributions

The candidate must present evidence of continuing high quality intellectual contributions during the probationary period. The quantity and quality of these activities must be in keeping with the long-range goals of the Department, the College, and the University. Intellectual contributions can be made in any of three areas: learning and pedagogical research; contributions to practice (i.e., applied research); and, discipline-based scholarship (i.e., basic research). Intellectual contributions may include, but are not necessarily limited to: articles, proceedings, paper presentations, textbooks, funded grants, publicly available contracted research reports, utility patents in one's discipline, or commercially available software. A faculty member will publish or present at least six articles, proceedings, textbooks, funded grants, publicly available contracted research reports, utility patents in one's discipline, commercially available software, or paper presentation. At least two of these must be in peer-reviewed journals and the applicant should be the lead³ (or sole) author on at least one of them. It is expected that for purposes of AACSB classification, the candidate's research will support the Scholarly Academic designation. Evidence of publication and the review process must be on file in the departmental office.

A positive tenure recommendation is based on a belief that high quality performance in these areas will continue beyond the tenure year. Consequently, it is expected that faculty members will develop a continuous record of contributions to their field of expertise.

Service

The service component of the tenure process involves the review of several kinds of activities such as university committee work, professional and community involvement, and support of alumni activities. Faculty members are expected to serve actively on departmental, college and university committees. Faculty should be involved in professional service activities and hold membership in professional organizations. The service component also involves career counseling and may include support of student growth outside the classroom through involvement with student professional organizations and activities.

Tenure Schedule

Persons initially given pre-tenure appointments as professors, associate professors, or assistant professors must be reviewed for tenure not later than the completion of their sixth year of service at Arkansas State University, and tenure must be granted for the seventh year of service at Arkansas State University. If the mandatory review results in a failure to gain tenure by completion of the sixth year of service, the seventh year appointment will be a terminal appointment. Non-compensated leave time for a full semester or more will not count as time toward tenure.

Application for Early Tenure

³ In cases where journals report coauthors names alphabetically, evidence of being the corresponding author or a letter from the dissertation advisor regarding lead authorship will be considered.

Early tenure means the granting of tenure prior to the elapse of the standard six-year probationary period. Faculty with pre-tenure status may apply for early tenure. To obtain early tenure, the applicant must give evidence of outstanding productivity in teaching, research, and service. This would most likely occur when the candidate has a track record of substantial prior employment in a similar position; otherwise, it would be difficult to demonstrate that this productivity is likely to continue long term. A faculty member who makes application for early tenure and either fails to receive tenure or withdraws the application before completion of the process may apply again for tenure only in the sixth year of the pre-tenure cycle.

Negotiation of Tenure and Rank with Initial Appointment

A prospective faculty member (with the exception of chancellor candidates) may negotiate the terms of initial appointment with regard to tenure status and academic rank based on the professional productivity earned in previous employment settings. Any such terms must be approved by the chancellor of the university and be based on thorough review and positive recommendations from the DPRTC and the CPRTC (if requesting more than 2 years credit toward tenure/rank) within the academic unit in which tenure and rank will be held. Documentation of negotiated terms authorizing application for early tenure and/or promotion must be included with the PRT application.

Application Format for Promotion and/or Tenure

Each applicant for promotion and/or tenure will comply with current guidelines and format when submitting documents to respective committees. Close coordination with respective DPRTC members, attendance at all workshops related to applications for promotion and/or tenure, and presentation of materials in proper format is expected. In consultation with their department PRT committees, candidates may change their application to correct errors (such as moving material under the correct section, correcting grammatical errors, etc.) up to and until the application leaves the department committee for consideration at the next level of review. From thence, the application is fixed and materials may not be changed, added or removed for the remainder of the promotion, retention, and tenure process.

5. PROMOTION TO ASSOCIATE PROFESSOR

Promotion applications will be evaluated by department and college PRT Committees, the Chair and the Dean. All promotion recommendations, both positive and negative, will be forwarded to the UPRTC unless the candidate exercises the option afforded by university policy of withdrawing

the application from further consideration within three days of receiving feedback from the DPRTC, Department Chairperson, CPRTC, or the Dean.

Education

Candidates must have completed the doctorate in an appropriate field of study. The doctorate must have been completed at least three years (change required since three years is the minimum time in rank before eligibility for promotion) prior to request for promotion to associate professor, except in unusual circumstances.

Teaching

Faculty members will provide evidence of planning, organizing and developing courses assigned for both online and traditional courses (if applicable) in the form of a teaching portfolio. This portfolio will include, but not be limited to: course syllabi with course objectives, handouts, reading lists, samples of student's projects, grade distributions for each course, and examples of testing instruments. This portfolio should be compiled, along with a summary of student evaluations, for the last five years (or all years in rank if seeking promotion in fewer than five years) or since the date of last promotion, whichever is less. In addition, each faculty member seeking promotion may be required to have their teaching peer-reviewed. The results of this review will be included in the PRT document in the appropriate appendix. Additional relevant materials from the current or previous years may be submitted or may be requested by any of the reviewers

Intellectual Contribution

Faculty members are expected to have produced a continuous record of intellectual contributions to their field of expertise. Consideration will be given to the quality of these contributions and to whether or not they were produced individually or in cooperation with other authors. A faculty member will publish or present at least six articles, proceedings, textbooks, funded grants, publicly available contracted research reports, utility patents in one's discipline, commercially available software, or paper presentation after attaining the rank of assistant professor. At least two of these must be in peer-reviewed journals and the applicant should be the lead³ (or sole) author on at least one of them. The intellectual contributions listed above can relate to any of three areas: learning and pedagogical research; contributions to practice (i.e., applied research); and, discipline-based scholarship (i.e., basic research). Particular weight will be given to output produced during the most recent five years (or during time in rank if fewer than five years). It is expected that for purposes of AACSB classification, the candidate's research will support the Scholarly Academic designation. Evidence of publication and the review process must be on file in the departmental office.

Service

To be promoted a faculty member's service must reflect positively on the department and college. The faculty member may present such evidence as active university, college and departmental committee work, professional and community work, and other activities that enhance the image of the college within the university, the state and the professional communities that it serves. The service component also involves career counseling and may include support of student growth outside the classroom through involvement with student professional organizations and activities.

General Considerations

The specific criteria above are only minimums, and are not assurance of promotion. The decision will be based on the faculty member's long-term, regular, and recent performance and contribution to the mission and goals of the College of Business. Satisfactory performance in all three areas of teaching, intellectual contributions and service along with outstanding performance in at least one of these areas is required for promotion or tenure at this rank. Unless negotiated at hire and in writing, a minimum of three years at the rank of Assistant Professor at Arkansas State University – Jonesboro is required for the application not to be considered early.

Application for Early Promotion

Early promotion means the granting of promotion prior to the elapse of the standard three-year period. To obtain early promotion, the applicant must give evidence of outstanding productivity in teaching, research, and service. A faculty member who makes application for early promotion and either fails to receive promotion or withdraws the application before completion of the process may apply again for promotion only after serving the standard five years in rank.

6. PROMOTION TO PROFESSOR

Promotion applications will be evaluated by department and college PRT Committees, the Chair and the Dean. In consultation with their department PRT committees, candidates may change their application to correct errors (such as moving material under the correct section, correcting grammatical errors, etc.) up to and until the application leaves the department committee for consideration at the next level of review. From thence, the application is fixed and materials may not be changed, added or removed for the remainder of the promotion, retention, and tenure process.

All promotion recommendations, both positive and negative, will be forwarded to the UPRTC unless the candidate exercises the option afforded by university policy of withdrawing the application from further consideration within three days of receiving feedback from the DPRTC, Department Chairperson, CPRTC, or the Dean.

Education

Completed doctorate in appropriate field of study.

Teaching

To be recommended for promotion, a faculty member's teaching performance, as judged by the reviewers, must reflect an appropriate level of professional achievement. Faculty members will provide evidence of planning, organizing and developing courses assigned for both online and traditional courses (if applicable) in the form of a teaching portfolio. This portfolio will include, but

not be limited to: course syllabi with course objectives, handouts, reading lists, samples of student's projects, grade distributions for each course, and examples of testing instruments. This portfolio should be compiled, along with a summary of student evaluations, for the last five years or since the date of last promotion, whichever is less. In addition, faculty member seeking promotion may be required to have their teaching peer-reviewed. The results of this review will be included in the PRT document in the appropriate appendix. Additional relevant materials from the current or previous years may be submitted or may be requested by any of the reviewers

Intellectual Contribution

Faculty members are expected to have produced a continuous record of intellectual contributions to their field of expertise. Consideration will be given to the quality of these contributions and to whether or not they were produced individually or in cooperation with other authors. A faculty member will publish at least eight articles, proceedings, textbooks, funded grants, publicly available contracted research reports, utility patents in one's discipline, or commercially available software after attaining the rank of associate professor. At least four of these must be in a peer-reviewed journals and the applicant should be the lead³ (or sole) author on at least two of them. The intellectual contributions listed above can relate to any of three areas: learning and pedagogical research; contributions to practice (i.e., applied research); and, discipline-based scholarship (i.e., basic research). Particular weight will be given to the output produced during the most recent five years. It is expected that for purposes of AACSB classification, the candidate's research will support the Scholarly Academic designation. Evidence of publication and the review process must be on file in the departmental office.

Service

To be promoted a faculty member's service must reflect positively on the department and college. The faculty member may present such evidence as active university, college and department committee work, professional and community work, and other activities that enhance the image of the college within the university, the state and the professional communities that it serves. Service should include activities of a leadership nature. The service component also involves career counseling and may include support of student growth outside the classroom through involvement with student professional organizations and activities.

General Considerations

The specific criteria above are only minimums, and are not assurance of promotion. Promotion to the rank of Professor reflects excellence in one's professional and academic achievements. The decision will be based on the faculty member's long-term, regular, and recent performance and contribution to the mission and goals of the College of Business. Outstanding performance in at least two of the areas of teaching, intellectual contributions, and service, along with satisfactory performance in the other area, is required for promotion to Professor or tenure at the Professor level. Unless negotiated at hire and in writing, a minimum of five years at the rank of Associate Professor at Arkansas State University – Jonesboro is required for the application not to be considered early. The same guidelines for early promotion to Associate Professor applies to promotion to Full Professor.

7. COMPOSITION OF COMMITTEES

DPRTC Committee Composition

Each department in the Neil Griffin College of Business will maintain a standing committee on promotion, retention, and tenure composed of a minimum of five members of the department. The members will serve staggered terms of three years and will be tenured faculty. The members of the committee will be elected by a majority vote of the tenured and/or tenure track faculty in that department. One member will be elected from each of the major academic disciplines within the department, with the remaining members elected at-large from the tenured faculty. The DPRTC will elect a chair and secretary of the committee, as well as an additional voting representative to the CPRTC. If there is more than one major academic discipline within the department, the additional voting representative must be from an academic discipline different from the chair of the DPRTC. If a department cannot form a committee of five tenured faculty, the existing DPRTC members will select tenured faculty from other departments to complete the required minimum committee number.

CPRTC Committee Composition

The CPRTC will consist of two representatives from each of the academic departments. The chair of each DPRTC will serve, along with an elected member of each DPRTC. The CPRTC will elect a chair for a two-year term. The CPRTC chair will serve a two-year term as the UPRTC representative.

Conflict of Interest

To avoid potential or perceived conflicts of interest, no faculty member may serve on the CPRTC if the faculty member is related by blood or marriage to another faculty member on tenure-track or applying for tenure or promotion or on the DPRTC of that family member. In addition, no faculty member applying for promotion may serve on the DPRTC or the CPRTC during that year.